



CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-5
DISTRIBUTION: A, B, C

CJCSI 3100.01C
20 November 2015

JOINT STRATEGIC PLANNING SYSTEM

References: See Enclosure H.

1. Purpose. This instruction provides Chairman of the Joint Chiefs of Staff (CJCS) policy and direction on execution of the Joint Strategic Planning System (JSPS). The JSPS is how the Chairman meets statutory responsibilities as directed by United States Code (U.S.C.).

a. These statutory responsibilities require the Chairman to perform four primary roles as outlined within the JSPS: assess, advise, direct, and execute.

b. The JSPS provides structure for the Chairman to interact with national, congressional, and Department of Defense (DoD) processes.

c. The Joint Staff is responsible to the Chairman for accomplishing the processes and products in the JSPS.

2. Superseded/Cancellation. CJCSI 3100.01B, Joint Strategic Planning System, dated 12 December 2008, is hereby superseded.


3. Applicability. This instruction applies to the Joint Staff, Services, Combatant Commands (CCMD), National Guard Bureau (NGB), applicable Defense Agencies, and joint and combined activities.

4. Policy. Title 10, U.S.C., Armed Forces, sections 113(g)(1), 113(g)(2), 151, 153, 161, 163, 165, 166, 181 and titles 6, 22 and 50 direct the Chairman of the Joint Chiefs of Staff to provide independent assessments as principal military advisor to the President, National Security Council (NSC), and Secretary of Defense (SecDef), and to assist in providing unified strategic direction to the Armed Forces on behalf of the President and Secretary of Defense.

5. Definitions. See Glossary.

6. Responsibilities. This instruction describes the JSPS and assigns responsibility for its processes and products.
7. Summary of Changes. This instruction reflects the Chairman's guidance and changes to Global Force Management (GFM), Joint Force Development (JFD), and the JSCP. This CJCSI provides a description of the system by which the Chairman works with OSD, Services, CCMDs, and support agencies to execute his statutory responsibilities.
8. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on NIPRNET. DoD Components (to include the CCMDs), other Federal agencies, and the public, may obtain copies of this directive through the Internet from the CJCS Directives Electronic Library at: [http://www.dtic.mil/cjcs_directives/]. Joint Staff (JS) activities may also obtain access via the SIPR Directives Electronic Library Websites.
9. Effective Date. This INSTRUCTION is effective immediately.

For the Chairman of the Joint Chiefs of Staff:


WILLIAM C. MAYVILLE, JR.
LTG, USA
Director, Joint Staff

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ENCLOSURE A

INTRODUCTION

1. Introduction. The Joint Strategic Planning System (JSPS) is how the Chairman carries out statutory responsibilities assigned in titles 6, 10, 22, and 50 of the United States Code (U.S.C.). **The Chairman's primary roles as outlined within the JSPS are to assess, advise, direct, and execute.** Within these broad roles are specific statutory responsibilities and requirements outlined in Figure 1 below. Some of the statutory responsibilities delineated in U.S.C. involve more than one of the Chairman's primary roles. The Chairman's assess (Figure 1, #1) and advise (Figure 1, #2) roles are undertaken in consultation with the Joint Chiefs of Staff and must consider the viewpoints of the Combatant Commanders (CCDRs), but ultimately constitute his best independent military advice to the President, NSC, Secretary of Defense and Congress.¹ The Chairman's direct (Figure 1, #3) and execute (Figure 1, #4) roles are undertaken to assist the President and Secretary in providing unified strategic direction to the Armed Forces in executing their command function. The Chairman also issues military strategy and planning direction to the Joint Force in order to meet National Military Objectives that safeguard National Security Interests. The JSPS provides structure for the Chairman to interact with National, Congressional, and DoD processes.

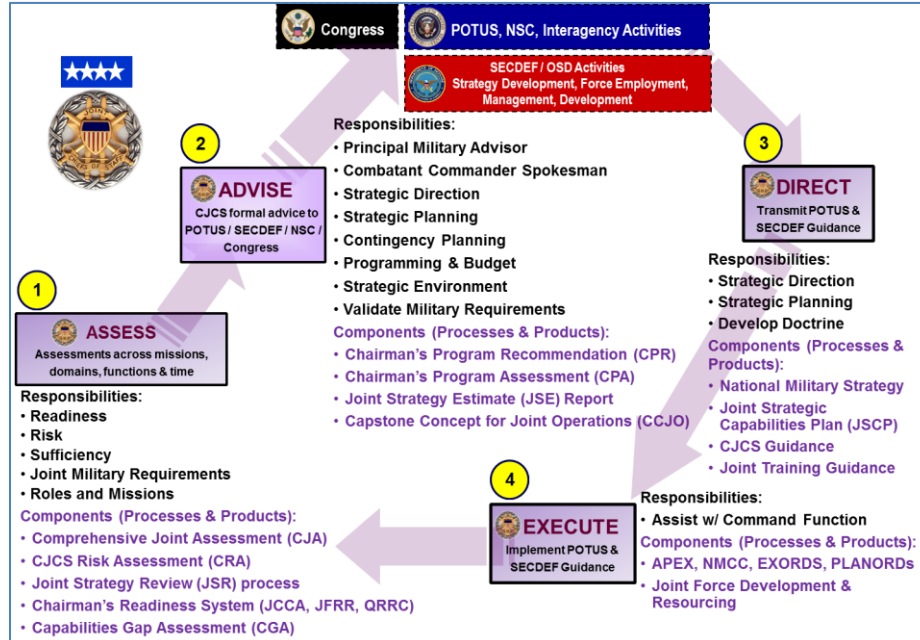


Figure 1. The Chairman's Statutory Roles, Responsibilities and Associated Components (Illustrative)

¹ The Chairman provides military advice and assessments to Congress. Statutorily required examples include: The Chairman's Risk Assessment, Biennial NMS Review, and QDR Risk Assessment. Additionally, the Chairman is often called upon to render his assessments and advice in HASC and SASC testimony and annual posture hearings.

2. Responsibilities:

a. **Assess** (Figure 1, #1): The Chairman conducts both deliberate and continuous assessments as part of the JSPS. These assessments provide an annual review of the strategic environment with friendly and threat capabilities. Services and CCMDs prepare annual assessments for the Chairman across missions, domains, and time. These assessments, coupled with internal Joint Staff assessments, provide a strong analytic basis for developing options and enabling the Chairman to meet **comprehensive assessment, title 10 responsibilities** outlined as follows:

(1) Conducting an assessment of strategic and military risks and providing the Chairman's assessment to Congress on the nature and magnitude of the strategic and military risks associated with executing the missions called for under the current National Military Strategy (NMS) (10 U.S.C. 153(b)).

(2) Conducting a comprehensive assessment of the NMS and submitting to the House and Senate Armed Services Committees a biennial report containing the results of a comprehensive examination of the NMS (10 U.S.C. 153(d)).

(3) Conducting a quarterly Joint Force Readiness Review which assesses the capability of the Armed Forces to execute their wartime missions based upon their posture at the time the review is conducted. Additionally, monitoring monthly readiness reports for significant changes (10 U.S.C. 117(d)).

(4) Providing an assessment on the Quadrennial Defense Review (QDR), to include an assessment of risk, an assessment of the review itself, and an assessment of the assignment of roles and missions to the Armed Forces (10 U.S.C. 118(e)).

(5) Identifying and assessing the priority of joint military requirements; considering alternatives to any acquisition program; and assigning joint priority among existing and future programs meeting valid requirements (10 U.S.C. 181).

b. **Advise** (Figure 1, #2): The Chairman conveys military and strategic advice to the President, SecDef, NSC, and Congress across missions, domains, and time to inform the development of national security and defense strategy, policy, plans, doctrine, and guidance. This advice passes both formally through the JSPS and more informally via personal memorandums and dialogue with senior leadership. The Chairman uses coordinated analysis from formal and informal processes to frame future Joint Staff activities in strategy development, planning, programming, requirements, sourcing, readiness, and

risk areas. These analytical and assessment processes, enable the Chairman to meet **best military advice, title 10 responsibilities** outlined as follows:

- (1) Serving as principal military advisor to the President, the NSC, and the Secretary of Defense (10 U.S.C. 151(b)).
- (2) Providing assistance to the President and Secretary of Defense on the strategic direction of the Armed Forces (10 U.S.C. 153(a)(1)).
- (3) Providing advice to the Secretary of Defense on the effect that critical force capability deficiencies and strengths will have on accomplishing national security objectives (10 U.S.C. 153(a)(3)).
- (4) Providing advice on program recommendations and budget proposals to conform to priorities established for the unified and specified combatant commands and in strategic plans (10 U.S.C., 153(a)(4)).
- (5) Submitting to the congressional defense committees an annual report on the requirements of the combatant commands (10 U.S.C. 153(c)).
- (6) Assisting and advising on the establishment and prescribed force structure for combatant commands. Reviewing at least biennially the missions, responsibilities, and force structure of each and recommending changes (10 U.S.C. 161(b)).
- (7) Serving as the spokesman for the commanders of the combatant commands, especially the operational requirements of their commands (10 U.S.C. 163(b)(2)).
- (8) Advising and assisting the Secretary of Defense in providing for the administration and support of forces assigned to each combatant command (10 U.S.C. 165(a)).
- (9) Assisting the Secretary of Defense with funding proposals for the combatant commands (10 U.S.C. 166(b)).

c. **Direct** (Figure 1, #3): The Chairman assists the President and SecDef in providing unified strategic direction to the Armed Forces by linking national strategic objectives to military strategy, plans, resources, doctrine, and the Joint activities required to implement them. The Chairman's strategic guidance is issued in the NMS, Joint Strategic Capability Plan (JSCP), Capstone Concept for Joint Operations (CCJO), and Joint Training Guidance (JTG). The Chairman also issues formal guidance to the Joint Staff or the Joint Force that encapsulates vision, priorities and specific direction on targeted issues. These guidance documents and other CJCS guidance enable

the Chairman to meet **unified direction, title 10 responsibilities** outlined as follows:

(1) Providing assistance to the President and Secretary of Defense on the strategic direction of the Armed Forces (10 U.S.C. 153(a)(1)).

(2) Preparing military strategy, strategic plans, joint logistic and mobility plans, and strategic assessments (10 U.S.C. 153(a)(2)).

(3) Transmitting communications between the President and the Secretary of Defense and the commanders of the combatant commands, as directed (10 U.S.C. 163(a)).

(4) Assisting the President and the Secretary of Defense in performing their command function, as directed (10 U.S.C. 163(a)).

(5) Providing guidance and direction on developing doctrine and concepts for the joint employment of the Armed Forces; formulating policies and technical standards for the training and military education of the Armed Forces; and formulating policies for the joint lessons learned of the Armed Forces (10 U.S.C. 153(a)(5)).

d. **Execute** (Figure 1, #4): The Chairman assists the President and the SecDef by translating their direction into coordinated military missions, tasks, and activities. The Chairman executes statutory responsibilities to assist the President and SecDef with their command function through Joint Force Development and planning activities; Global Force Management Board (GFMB) activities; producing the Secretary's Orders Book (SDOB); validating Joint requirements via the Joint Requirements Oversight Council (JROC); and conducting strategic analyses. The Joint Staff plays a central role enabling the Chairman to meet effective execution, title 10 responsibilities outlined as follows:

(1) Providing assistance to the President and Secretary of Defense on the strategic direction of the Armed Forces (10 U.S.C. 153(a)(1)).

(2) Preparing military strategy, strategic plans, joint logistic and mobility plans, and strategic net assessments (10 U.S.C. 153(a)(2)).

(3) Transmitting communications between the President or the Secretary of Defense and the commanders of the combatant commands, as directed (10 U.S.C. 163(a)).

(4) Assisting the President and the Secretary of Defense in performing their command function, as directed (10 U.S.C. 163(a)).²

(5) Overseeing the activities of the combatant commands, as directed by the Secretary of Defense but not including command authority (10 U.S.C. 163(b)(1)).

(6) Providing funding from the Combatant Commanders Initiative Fund (CCIF) in accordance with statutory guidelines (10 U.S.C. 166a(a) and 166(b)).

(7) Performing such other duties as may be prescribed by law, the President, or the Secretary of Defense (10 U.S.C. 153(a)(6)).

3. Structure. The Chairman utilizes specific components—processes and products within the JSPS—to fulfill statutory roles and support the larger cycle of key national strategic and DoD activities. For example, the Joint Strategic Capabilities Plan (JSCP) contains direction that pertains to CCMD and Service planning activities and informs DoD planning guidance.

Figure 2 depicts CJCS primary roles and components within the JSPS in relation to DoD and national systems. This diagram does not include all components within the JSPS, but represents the macro-level responsibilities. Some processes and products span multiple CJCS roles (See Figures 4 and 13).

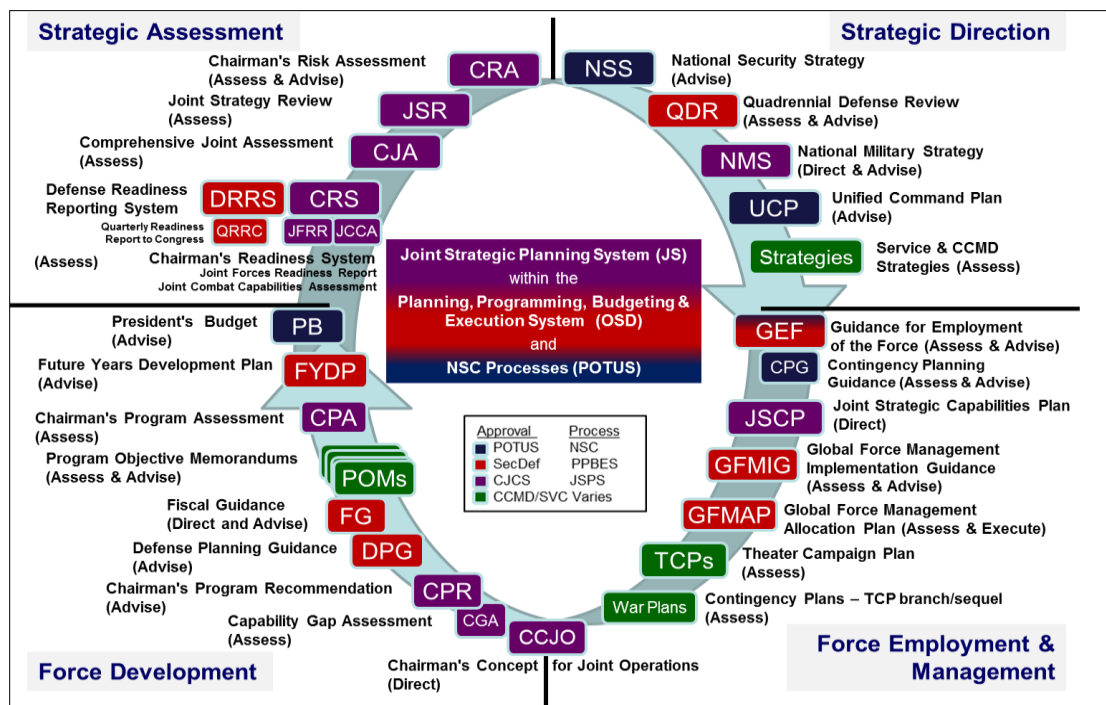


Figure 2. JSPS in Relation to OSD and NSC

² The Chairman is prohibited from exercising military command over the Joint Chiefs of Staff or any of the armed forces. 10 U.S.C. § 152(c)

a. While the system is purposefully aligned and appears very sequential, the components are often worked simultaneously or in parallel. This simultaneity can best be seen when the processes and products are laid out in a notional four-year cycle (See Figure 3).

b. Each role is enabled by processes that operate on different cycles (quadrennial, biennial, annual, quarterly). The overall JSPS follows a 4-year cycle, which begins with the inauguration of the President. By law, the President is required to publish a NSS within 150 days of inauguration. The new overarching national security strategy drives the publication of the major OSD and JSPS strategy documents, including the QDR, NMS, UCP, GEF, and JSCP, in year 2. These strategic direction documents are then reevaluated and potentially updated in year 4. Assessment and advice documents are typically generated annually.

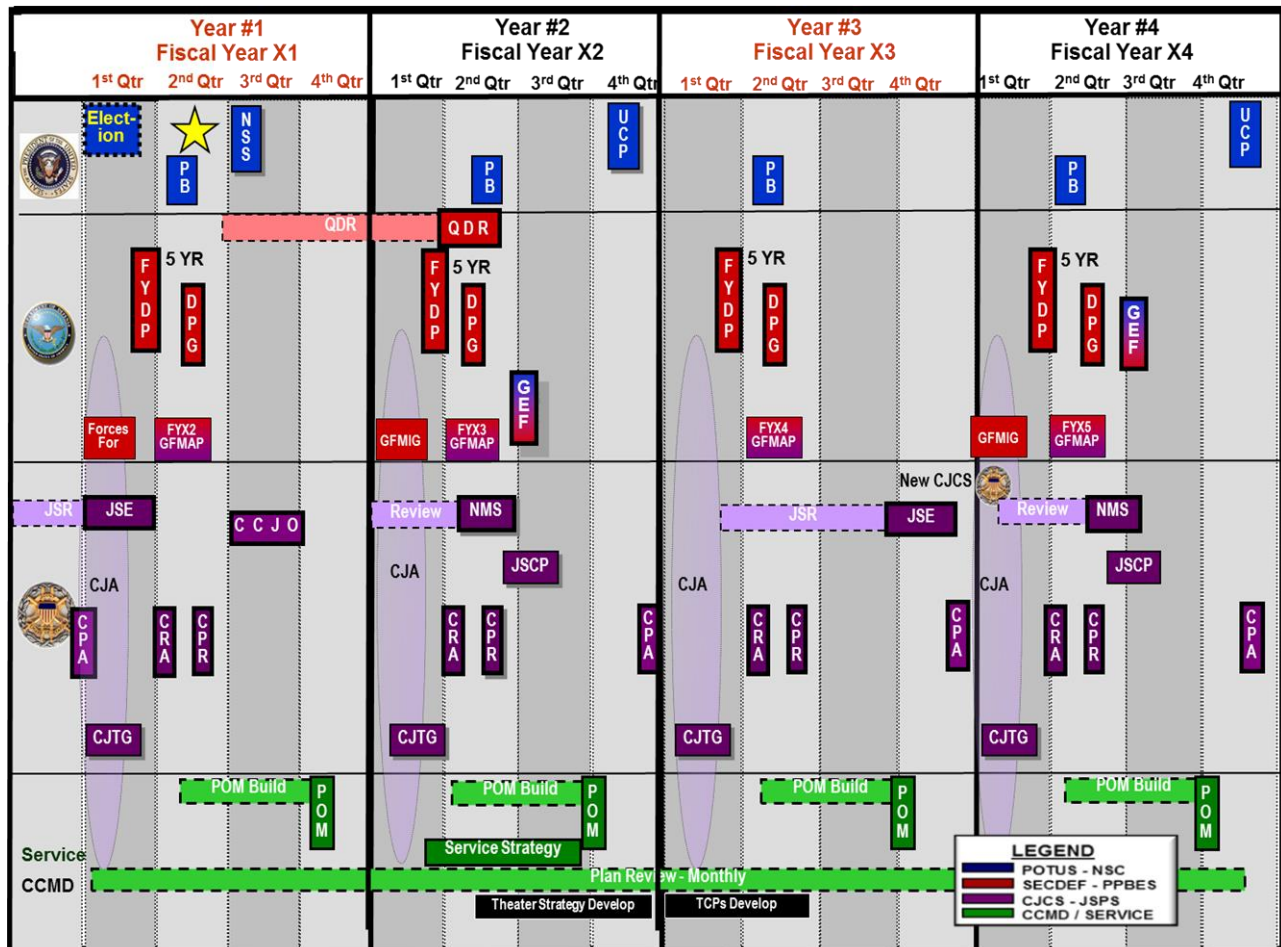


Figure 3. JSPS and Strategic Planning Cycle: Four Year Cycle

c. Figure 4 provides a brief description of each component displayed in the previous figures.

CJCS Primary Role Related to Component	Component	Resp	JS Lead	Periodicity; Timing	Purpose
Assess	Comprehensive Joint Assessment (CJA)	CJCS	J-5	Annual; Inputs due 30 Sep	CJA process captures integrated CCMD & Service assessments and provides a common strategic picture which enables comprehensive Joint action.
Assess	Joint Strategy Review (JSR) Joint Logistics Estimate (JLE) Joint Strategic Estimate (JSE) Joint Strategic Intelligence Estimate (JSIE)	CJCS	JSR J-5 JLE J-4 JSE J-5 JSIE J-2	Annual; Formal Report (JSE) Biennial - Sep	The JSR process provides a common view of the strategic environment and identifies security and military implication to inform NMS & CRA.
Assess & Advise	Chairman's Risk Assessment (CRA)	CJCS	J-5	Annual; Feb, Biennially nested with NMS Review	Provides Congress CJCS assessment of nature & magnitude of strategic and military risk; informs JSPS & PPBES.
Assess & Advise	Chairman's Readiness System (CRS) Joint Force Readiness Review (JFRR) Joint Combat Capabilities Assessment (JCCA) Quarterly Readiness Report to Congress (QRR)	CJCS SecDef	J-3	Quarterly; Monthly outputs	Assesses Service ability to provide trained, ready forces/capabilities to CCMDs. Informs Congress on military readiness to execute missions.
Assess	Capability Gap Assessment (CGA)	CJCS	J-8	Annual; Sep-Dec	Provides CJCS an assessment of CCMD integrated priority lists (IPLs).
Assess	Theater Campaign Plans	CCDR	J-5	Biennial; Varies	CCDR plan to implement strategic direction and theater strategy.
Assess	Service Strategies & Combatant Command Strategies	Service Chief	J-5	Varies	Nests Service and Combatant Command Priorities with POTUS/SecDef/CJCS Direction.
Assess	Contingency (War) Plans	CCDR	J-5	Varies; Directed by CPG	Prepares for major military operations, ensures military alignment with policy objectives.
Assess & Advise	Guidance For Employment of the Force (GEF) Contingency Planning Guidance (CPG)	SecDef POTUS	J-5	Biennial; Post QDR	Provides integrated employment guidance to CCMDs: DoD steady state, POTUS contingency, posture, nuclear weapons.
Assess & Advise	Chairman's Program Assessment (CPA)	CJCS	J-8	Annual; Aug-Sep	Provides CJCS assessment to SecDef on extent POMs conform to strategic priorities & CCDR requirements.
Assess & Advise	Quadrennial Defense Review (QDR)	SecDef	J-8/J-5	Quadrennial; Feb 1 year after Inaugural	Establishes defense strategy & priorities.
Assess & Advise	Program Objective Memorandums (POMs)	Service Chief	J-8	Annual; Late Jul- Early Aug	Provides DoD each Service's 5-year plan for future programming and budgeting.
Assess & Execute	Global Force Management Allocation Plan (GFMAP)	SecDef	J-3	Annual; January	SecDef deployment order that provides rotational temporary forces to CCMDs.
Assess & Advise	Global Force Management Implementation Guidance (GFMIG)	SecDef	J-8	Annual; Sept Biennially	Integrates force assignment, apportionment, allocation: Primary Force Management (FM) document "Forces For" portion updated annually.
Advise	National Security Strategy (NSS)	POTUS	J-5	Due Inaugural +150 days; annual review	Establishes national interests & priorities.
Advise	Unified Command Plan (UCP)	POTUS	J-5	Biennial/Varies	Prepared by CJCS; establishes CCMD AORs & responsibilities
Advise	Chairman's Program Recommendation (CPR)	CJCS	J-8	Annual; Prior to DPG	Provides CJCS advice on capabilities, programs & budget to SecDef: informs DPG
Advise	Defense Planning Guidance (DPG)	SecDef	J-8	Annual; Jan-Feb	Provides classified direction on DoD priorities to guide Service POM development; primary force development (FD) document.
Advise	Future Years Defense Plan (FYDP)	SecDef	J-8	Annual: Dec	Provide OMB DoD's resource, program, and budget document covering the 5 year POM period plus current & budget years.
Advise	President's Budget	POTUS	J-8	Annual: Feb	Provides President's budget request to Congress.
Direct & Advise	National Military Strategy (NMS)	CJCS	J-5	Biennial; CJCS Decision	Establishes military strategy & priorities.
Direct	Joint Strategic Capabilities Plan (JSCP)	CJCS	J-5	Biennial; Aligned w/ GEF	Translates GEF and CPG guidance into prioritized military missions, tasks, and plans.
Direct	Chairman's Joint Training Guidance (CJTG)	CJCS	J-7	Annual; Sept	Provides Joint training priorities for the next FY.
Direct	Capstone Concept for Joint Operations (CCJO)	CJCS	J-7	Varies	Provides CJCS direction for Joint force development, helps set OSD force development priorities.
Execute Advise	Joint Capabilities and Integration Development System (JCIDS)	CJCS	J-8	Varies	Supports JROC in validating and prioritizing joint warfighting requirements.
Execute	Joint Operation Planning and Execution System (JOPES), Adaptive Planning and Execution (APEX), Global Force Management (GFM)	SecDef CJCS	J-3/J-5	Varies	Supports planning, decision-making, and execution for Joint Operations.
Execute Direct	Joint Force Development	CJCS	J-7	Varies	Manages Joint Doctrine, Joint Training, Joint Education, Joint Lessons, Operational Analysis for the Joint Force.
Execute	Other (CCIF, CT Readiness Initiative Fund, Exercises)	CJCS	J-7	Varies	CJCS-funded programs to increase CCMD capability.

Figure 4. Component Periodicity and Description

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ENCLOSURE B

CHAIRMAN'S ASSESSMENTS

1. Introduction. The Chairman's assessments consist of acquiring and analyzing relevant data to determine the nature of the strategic environment, the United States' and its allies' ability to operate within and influence that environment, potential adversary abilities to do the same, and the risk to national strategies examined temporally over the near- (0-2 yrs), mid- (3-7 yrs), and far-terms (8-20 yrs).

2. Authorities. Title 10 U.S.C., sections 17, 118, 153, 163, and 181.

3. Components. Deliberate assessment processes that provide timely, targeted estimates are used to update the Chairman's assessment products and inform his best military advice. JSPS deliberate assessments are initiated by the Comprehensive Joint Assessment (CJA).

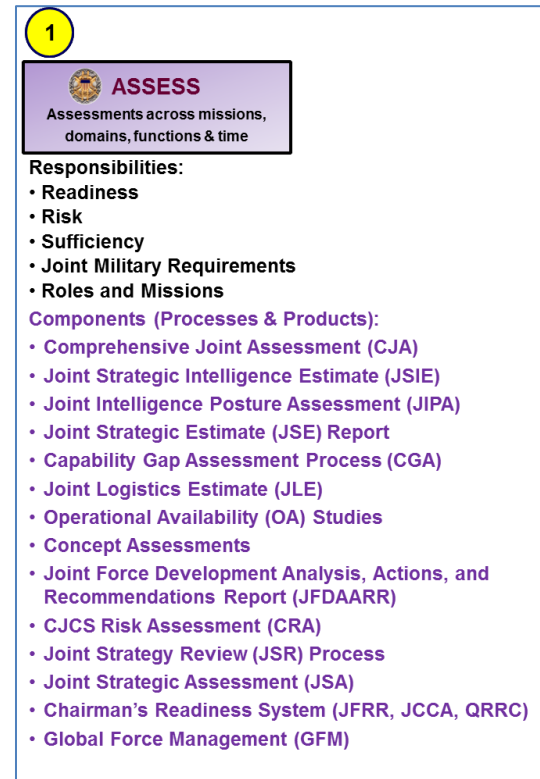


Figure 5. Assess

a. Comprehensive Joint Assessment (CJA) (OPR: J-5, annual). The CJA is a formal, holistic, strategic assessment process that provides a common baseline and strategic picture. The CJA offers a central unified mechanism for CCDRs and Service Chiefs to describe the strategic environment, their opportunities, challenges, ability to execute and support steady state Campaign Plan missions and surge to meet Contingency Plan objectives, with associated military risks and priority capability and force requirements. The CJA is comprised of Joint Staff queries that facilitate integrated CCMD, Service, and Joint Staff analysis. The questions are designed to garner senior leader assessments from Service Chiefs, CCDRs and the National Guard Bureau on their ability to meet title 10 and Unified Command Plan (UCP) responsibilities and support the Guidance for Employment of the Force (GEF) and NMS within their area of responsibility or functional area (See Figure 9, Enclosure G).

(1) The CJA enables the Chairman to:

(a) Formulate his best military advice to the President, SecDef, and Congress on the strategic direction of the Armed Forces.

- (b) Capture accomplishments.
 - (c) Identify the most pressing military issues for future study.
 - (d) Address key issues and requirements across Services and CCMDs in order to reconcile them.
 - (e) Provide input to key DoD processes including strategy development, assignment of roles and missions, force employment, force management, and force development.
 - (f) Develop statutory reports, including those to Congress (e.g. CRA).
- (2) No later than 30 June each year, the Director of the Joint Staff (DJS), on behalf of the Chairman, requests completion of the CJA by Services and CCMDs by 30 September. Survey inputs are captured in a Joint Staff database that enables development of a common strategic picture across strategy execution, risk assessment, force employment, force management, and force development areas.
- (3) The CJA survey generally consists of five interrelated parts that allow respondents to convey a strategic narrative and provide a 4-star assessment of their CCMD's operations, plans, and activities. These five parts are: Executive Summary; Strategic Environment; CCMD Campaign and Contingency Plan Assessments and Service Force Generation and Management Assessments; CCMD and Service Prioritized Risk Drivers and Mitigation, CCDR Integrated Priority Lists (IPLs); Joint Force Development.
- (4) The CJA incorporates Theater Campaign Plan assessments and CCDR annual Integrated Priority Lists (IPL) to capture capability gaps that introduce a level of risk to the CCMD's ability to execute the operational and contingency plans supporting the NMS. This further reduces stand-alone assessments.
- (5) Major CJA outputs:
- (a) Joint Strategic Intelligence Estimate (JSIE) (OPR: J-2, annual, formerly known as the Joint Intelligence Estimate). Consolidates CCMD/Service intelligence assessments into a global view that is analyzed across regions to create an annual JSIE. The JSIE informs the National Intelligence Priorities Framework (NIPF) produced by the Director of National Intelligence (DNI).
 - (b) Joint Intelligence Posture Assessment (JIPA) (OPR: J-2, annual). The JIPA is an annual Defense Intelligence Enterprise estimate comprised of collection and analysis to support CCDRs. The JIPA contains annexes from

intelligence combat support agencies and Services that describe steady-state posture to address CCDR priorities. The JIPA is based on the current NIPF and informs CCMD campaign planning, intelligence collection concept development, and GFM submissions.

(c) The Joint Strategic Estimate (JSE) Report (OPR: J-5, biennial). The JSE report sets a strategic environment baseline and generates a common strategic picture, which informs the full range of JSPS activities. In “off” years the J-5 conducts targeted Joint Strategy Review (JSR) studies which may generate either formal (JSR Study Papers) or informal outputs (QDR, NMS, CRA preparation).

(d) Capability Gap Assessment Process (CGA) (OPR: J-8, annual). The CGA is an assessment of how the future years defense plan (FYDP) addresses CCMD IPLs. The Joint Staff, J-8-led, CGA process conducted by the JROC identifies critical capability shortfalls. It utilizes CJA inputs relative to the CCMD, Service, and the National Guard Bureau perspectives on capability gaps compared to ongoing efforts and associated strategic and military risk. The CGA supports development of future capabilities, provides CCMDs a voice in the capability development and resourcing process, and supports development of the Chairman’s Program Recommendation.

(e) Joint Logistics Estimate (JLE) (OPR: J-4, annual). The JLE provides an evaluation on how well the Joint Force can project, support, and sustain itself in the near-, mid-, and far-terms, in support of the full range and number of missions called for in the UCP, NMS and JSCP. The JLE analysis is conducted by the J-4 and includes programmatic courses of action to improve the Joint Force’s ability to logistically meet the current and future demands.

(f) Operational Availability (OA) Studies (OPR: J-8, as directed). The Joint Staff uses OA study findings and insights to draw inferences and establish linkages between current operations, the future environment, force structure and capabilities thereby complimenting other strategy planning and assessment efforts.

(g) CCJO and Joint Concept Assessments (OPR: J-7, as directed). CCMDs and Services assess their ability to operationalize the Chairman’s vision by identifying challenges and risks associated with adopting the central idea and key elements of the concepts. Input is integrated into follow-on wargames and capability analyses to further assess Joint concepts and their supporting Joint and Service concepts. CCMD and Service assessment inputs are also used to identify capabilities required to achieve the Chairman’s vision that may lead to doctrine, organization, training, materiel, leadership, personnel, facilities, and policy (DOTMLPF-P) changes and revised Joint Force development guidance (See Reference p, Enclosure H).

(h) Joint Force Development Analysis, Actions, and Recommendations Report. The Joint Staff J-7 conducts analysis on CJA inputs to identify joint force development implications. The report identifies current and ongoing non-materiel actions and recommendations to mitigate CCMD and Services issues.

b. Chairman's Risk Assessment (CRA) (OPR: J-5, annual). The CRA is informed by the full scope of the JSR process and provides Congress with the Chairman's assessment of the nature and magnitude of strategic and military risk in executing the objectives called for in the NMS. The CRA provides a holistic assessment of the ability of the Armed Forces to meet strategic requirements in the near-term. The CRA also gives the Chairman a way to transmit formal military advice to the SecDef and Congress. The Chairman provides input and advice to the SecDef's subsequent Risk Mitigation Plan (RMP) report to Congress.

c. The Joint Strategy Review (JSR) Process (OPR: J-5, annual). The JSR process is designed to provide a comprehensive and cogent analytical framework that enables exploration of areas of strategic interest and supports preparation of CJCS products such as strategic documents, directives, instructions, or memoranda. This process captures critical aspects of the strategic environment (e.g. trends, variables and challenges) along with their national security and military implications. The JSR synthesizes CJA information, independent studies, and Joint Staff functional estimates to inform the Chairman's advice and direction. Insights are captured in Joint Staff working papers and the JSE report, and inform the CRA, CGA process, CPR, JSIE, JLE, and more.

d. Joint Strategic Assessment (JSA) (OPR: J-2, biennial). Defense Intelligence Agency (DIA) in collaboration with the JS J-2, produces the JSA. The JSA provides a strategic environment overview and addresses the mid- and far-term strategic environment, which informs the JSR's baseline.

e. The Chairman's Readiness System (CRS) (OPR: J-3, on-going). The CRS provides a common framework to conduct commanders' readiness assessments and enables leadership to: gain greater visibility on readiness issues across the CCMDs, Services and Combat Support Agencies (CSA); synchronize staff actions; gain consensus more quickly; and streamline risk mitigation solutions to warfighters (See Reference w, Enclosure H).

(1) Joint Forces Readiness Review (JFRR) (OPR: J-3, quarterly). The principal readiness assessment of the CRS combines and analyzes unit and CCMD, Service, and CSA readiness reporting into a comprehensive assessment of the Armed Forces strategic readiness to resource and execute the NMS. The JFRR informs strategic processes and products such as Global Force Management (GFM) CGA, CRA, CPR, Annual Report on Combatant Commander

Requirements (ARCCR) and the Joint Staff input to the Quarterly Readiness Report to Congress (QRRC).

(2) Joint Combat Capability Assessment (JCCA) and Plan Assessment (PA) (OPR: J-3 and J-5, monthly/quarterly). The JCCA readiness products provide a picture of the Joint Force's readiness status and ability of the Services and CSAs to resource and execute assigned missions contained in the NMS. The JCCA enables the Chairman to provide near-term assessments and satisfy mandated readiness reporting responsibilities based on analysis of Joint and Force readiness reporting (See Reference w, Enclosure H).

(3) Quarterly Readiness Report to Congress (QRRC) (OPR: J-3, quarterly) With JS input, OSD prepares and submits the QRRC to Congress within 45 days of the end of each quarter. It provides political leaders an overall awareness of critical readiness issues and initiatives revealed in the JFRR and other readiness assessments.

f. Global Force Management (GFM) (OPR: J-8 and J-3, on-going). The GFM process aligns force assignment, allocation, and apportionment methodologies in support of DoD's strategic guidance. It provides DoD senior leadership with comprehensive insight into the global availability of forces, and the risk and impact of proposed forces changes. The GFM process enables the Services and JCS to manage assigned and allocated force availability which enables the SecDef to make proactive resource and risk informed force management decisions. GFM enables the designated Joint Force Providers (JFPs) to monitor force availability over time, identify risks to executing CCMD missions, forecast sourcing challenges to execute contingencies, and project Reserve Component unit mobilization and availability. Concurrently, apportionment tables provide CCMD planners an estimate of the capacity to generate capabilities before and when a contingency plan transitions to execution. See the Global Force Management Implementation Guidance (GFMIG) for Joint Staff Force Sourcing Business Rules and SecDef Orders Book (SDOB) process.

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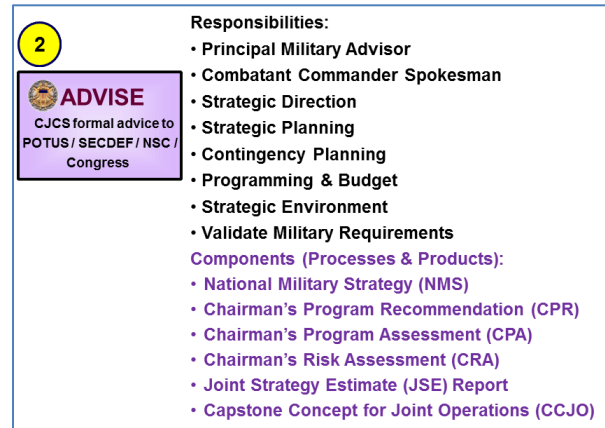
ENCLOSURE C

CHAIRMAN'S ADVICE

1. Introduction. The Chairman provides best military advice to the President, SecDef, the NSC, and Congress.

The Chairman's formal advice assists National Security, National Defense and Interagency leadership and their staffs in the development of National Security and Defense strategies; DoD planning, programming, budgeting documents and activities; as well as informs Service Strategic Plans and Program Objective Memoranda (POM). The Chairman also

has routine political-military interaction with the President and SecDef outside formal JSPS processes. Each CJCS assessment described in Enclosure B enables both formal and informal advice.



2. Authorities. Titles 6, 10, 22, and 50, U.S.C., give statutory responsibility to the Chairman as the principal military advisor to the President, SecDef, and NSC.

3. Components. The Chairman leverages both formal and informal processes to inform his advice. In addition to the CJA, the Chairman uses JCS Tank discussions, seminars, war games, tabletop exercises and official visits to develop advice. Major components of the Chairman's formal advice include the CPR, CRA, CPA, and JSE. Other informal advice components include CJCS inputs into GFM decisions, NSC meetings, and discussions with the President and SecDef, and advice conveyed in strategic documents (See Figure 10, Enclosure G). Some reports and processes tailored to provide the Chairman's advice also support other CJCS roles (Assess, Direct).

a. Formal Advice. The Chairman's formal advice provides a common starting point and military baseline for National, OSD, and other Joint Staff processes (See Figure 10, Enclosure G). The Chairman's advice informs an incoming administration, development of the National Security Strategy (NSS), defense strategy and guidance, the Program Budget Review, the GEF, DPG, QDR, QRM, and CCMD and Service strategies and strategic plans. Formal advice components include:

(1) National Military Strategy (NMS) (OPR: J-5, biennial review). The NMS primarily serves to transmit direction to the Armed Forces, but is also a mechanism to transmit the Chairman's formal military advice. The NMS details the Chairman's view of the global strategic environment, the

implications of that environment, and ways the military can best accomplish the goals of the NSS and the defense strategy given adequate resources and means (See Figure 11, Enclosure G).

(2) Chairman's Program Recommendation (CPR) (OPR: J-8, annual). The CPR serves as the Chairman's advice on capabilities, programs, and budget considerations to the SecDef. The CPR informs the SecDef's fiscal guidance and influences the DPG. The CPR is developed in accordance with CJCSI 8501 and provides the Chairman's programmatic advice to the SecDef and input to the Department's resource priorities.

(3) Chairman's Program Assessment (CPA) (OPR: J-8, annual). The CPA provides the Chairman's personal assessment and advice to the SecDef on the conformance of Service and agency POMs to priorities established in strategic guidance, strategic plans, and by CCDR requirements. The CPA may be accomplished through the processes and documents that bring forth the analysis and recommendations of the Joint Staff Program and Budget Review (PBR).

(4) Chairman's Risk Assessment (CRA) (OPR: J-5, annual). The CRA is primarily an assessment report which also gives the Chairman a means of transmitting formal military advice to the SecDef and Congress. The Chairman provides input and advice to the SecDef's subsequent Risk Mitigation Plan report to Congress.

(5) Chairman's Briefs. The Chairman can present formal advice to the President or SecDef directly, encapsulating JCS Tank briefs and other dialogue.

(6) Council Membership. As the principal military advisor to the NSC, the Chairman or designated deputy provides formal military advice to the NSC.

(7) Chairman's Formal Correspondence and Guidance Statements. The Chairman may at any time use personal correspondence or formal guidance statements to convey advice to the President, Secretary of Defense, and NSC in fulfillment of statutory responsibilities.

b. Informal Advice. The Chairman provides informal advice in daily meetings with the SecDef, and in a range of other meetings with national and Department leadership.

ENCLOSURE D

CHAIRMAN'S DIRECTION

1. Introduction. The JSPS enables the Chairman to assist the President and the SecDef in providing unified strategic direction to the Armed Forces. The Chairman performs authoritative directive functions or responsibilities, with which he is specifically charged by law, in order to enhance operational effectiveness and organizational efficiency of the Joint Force. These directive responsibilities include: planning, joint doctrine, education, and training.

2. Authorities. Title 10 U.S.C., section 153(a), requires the Chairman to assist the President and the Secretary of Defense in providing for the strategic direction of the Armed Forces. Section 153(a) also directs the Chairman to prepare strategic plans, develop doctrine for joint force employment, formulate policies for joint force training, and formulate policies for coordinating joint professional military education.

3. Components. The JSPS and its components are sequenced and timed to best support senior leadership decision making and the formulation of strategic-level security documents. The Chairman's role in leading and assisting the direction of the Armed Forces extends to many processes and products. Major direction documents personally signed by the Chairman include the NMS and JSCP. The Chairman also issues many CJCS instructions (CJCSIs) and memoranda.

a. National Military Strategy (NMS) (OPR: J-5, biennial review). The NMS can provide both classified and unclassified direction to the Armed Forces in support of the national security and defense strategies. National and defense strategies provide "the what," and the NMS provides the "how" in aligning ends, ways, means, and risk to accomplish the missions called for in support of U.S. national interests and objectives. The NMS focuses the efforts of the Armed Forces of the United States, while conveying the Chairman's advice to the President, SecDef, and Congress, with regard to the security environment and the necessary military actions to protect vital U.S. national security interests. The NMS informs CCDR employment of the Joint Force to protect vital U.S. interests and the Service Chiefs' force development. It also informs allies, partners and adversaries on military strategy and can amplify NSS or QDR messages. The CRA and NMS are based upon the National Military Objectives described in the NMS per statute (See Figure 11, Enclosure G).

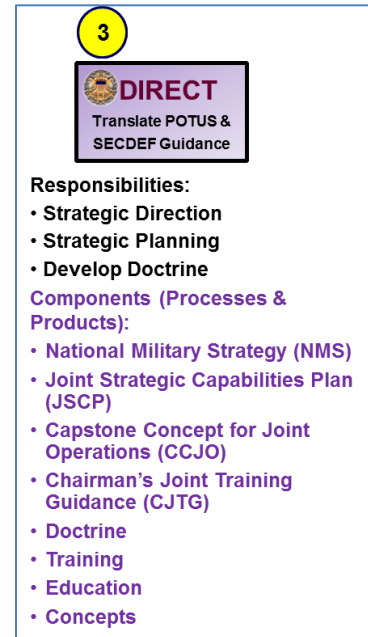


Figure 7. Direct

b. Joint Strategic Capabilities Plan (JSCP) (OPR: J-5, biennial review). The Chairman provides formal planning guidance to the Joint Force through the JSCP to operationalize the strategic vision described in the NMS. (See Figure 12, Enclosure G) (See Reference q, Enclosure H).

The JSCP consists of:

(1) Direction to the Joint Force, implementing and augmenting the President's and the Secretary of Defense's guidance found in the GEF, the Unified Command Plan (UCP), the Quadrennial Defense Review (QDR), the National Security Strategy (NSS), and the Chairman's guidance found in the NMS.

(2) Planning guidance related to: CCMD campaign plans; contingency plans; security cooperation; posture; mobilization; steady-state and contingency global force management; and simultaneity.

(3) Tasks to CCMDs, Services, NGB, the Joint Staff, and certain agencies to prepare applicable campaign and contingency plans and to support integrated planning.

(4) Identification of roles, responsibilities, and tasks to support planning integration across CCMDs.

(5) Supplemental instructions for specific functions.

c. Capstone Concept for Joint Operations (CCJO) (OPR: J-7, as directed). The CCJO is the Chairman's vision for the future Joint Force. It describes how the future Joint Force will operate within the context of strategic guidance and the future strategic security environment and identifies implications to guide Joint Force development. Moreover, the CCJO establishes a bridge from strategic guidance to subordinate joint and Service concepts, force development activities, and follow-on doctrine. The Chairman revises the CCJO as needed (See Reference p, Enclosure H).

d. Chairman's Joint Training Guidance (CJTG) (OPR: J-7, annual). The CJTG is an annual notice that provides guidance to all DoD Components for the planning, execution and assessment of joint, individual, and collective training for a four-year period. The CJTG applies to CCMDs, Services, the NGB, CSAs, Joint Staff directorates, and other Joint organizations. As an element of the JSPS, the CJTG is intended to support development of Joint Training Plans (JTP). It may also guide adjustments to scheduled training events and objectives to address emerging operational concerns, and the Chairman's High Interest Training Issues (HITI) (See Reference ii, Enclosure H).

e. Doctrine. The Chairman has overall responsibility to develop doctrine for the joint employment of the Armed Forces. The Chairman or the Director of the Joint Staff will approve all Joint Publications and modifications to procedures in coordination with the other members of the Joint Chiefs of Staff and the CCDRs. CJCSI 5120.02 series (See Reference z, Enclosure H).

f. Training. The joint training policy for the U.S. Armed Forces provides direction and guidance for joint forces to prepare for military operations using joint training processes and programs that are based on mission capability requirements and driven by joint mission essential tasks, provide adequate realism and fidelity, employ the joint training system, and incorporate joint training as a pillar of the joint learning continuum. CJCSI/M 3500 series (See References x and ii, Enclosure H).

g. Education. The Chairman is responsible for formulating policies relating to the military education of members of the Armed Forces and ensuring the validity of the curriculum at each Joint PME-accredited school. CJCSI 1800.01, 1801.01, and 1805.01 series (See References m, n, o, Enclosure H).

h. Concepts. Joint Concepts are intended to improve the future Joint Force within the context of strategic guidance and the anticipated future security environment. Joint concepts examine military problems by describing how the Joint Force, using military art and science, may conduct joint operations, functions, and activities in response to a range of future challenges. CJCSI 3010.02 series (See Reference p, Enclosure H).

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ENCLOSURE E

EXECUTION

1. Introduction. The JSPS enables the Chairman to assist the President and the SecDef in executing their respective command functions, in accordance with title 10 U.S.C. direction. There are a wide range of activities the Chairman either executes or assists in executing.

2. Authorities. Title 10, U.S.C., section 153(a) and 163(a). Title 10, U.S.C., section 163(a), directs the Chairman to assist the President and Secretary with execution of the command function.

3. Components. The Chairman executes activities in the following areas: capabilities development and resourcing; joint force development; joint planning and execution; exercises and specified exercise-related funding.

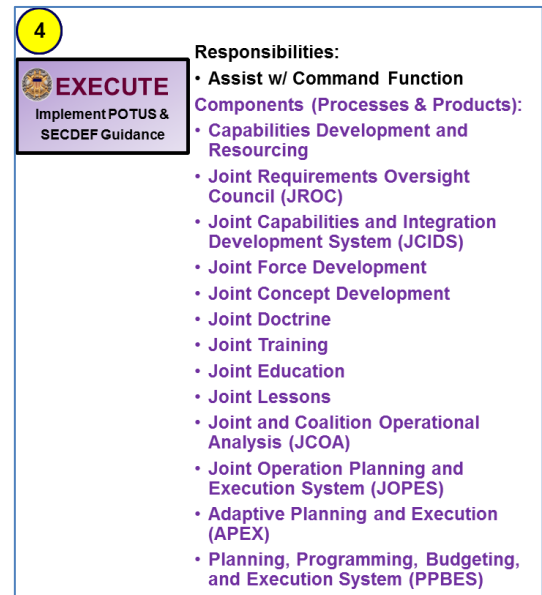


Figure 8. Execute

a. Capabilities Development and Resourcing (OPR: J-8). The Chairman uses the JROC as an advisory council to help fulfill title 10 responsibilities to provide advice to the SecDef on requirements prioritization and the conformity of programs and budgets to priorities established both in strategic plans and those identified by the CCMDs. The Chairman executes the Joint Capabilities and Integration Development System (JCIDS) process to validate and prioritize requirements.

(1) The Joint Requirements Oversight Council (OPR: J-8). The JROC advises the Chairman regarding requirements, programs, and budgets via programmatic processes and the requirements generation system (See CJCSI 5123.01 series).

(2) Joint Capabilities and Integration Development System (JCIDS) (OPR: J-8). The JCIDS process supports the JROC in validating and prioritizing joint warfighting requirements. JCIDS is also a key supporting process for DoD acquisition and PPBES processes (See CJCSI 3170.01 series).

b. Joint Force Development (OPR: J-7). On behalf of the Chairman, the Joint Staff manages Joint Concept Development, Joint Doctrine, Joint Education, Joint Training, Joint Lessons Learned and Joint and Coalition Operational Analysis Programs. Joint Force Development non-materiel

solutions, identified through these programs, are incorporated into the JCIDS process to mitigate and solve joint warfighting capability gaps.

(1) Joint Concept Development (OPR: J-7). Joint Concepts address compelling, real-world challenges, current or envisioned, and describe how a Joint Force Commander might employ capabilities to meet these future challenges and advance the operational effectiveness of the current and future Joint Force. The Joint Staff drives joint concept development based on strategic guidance, examination of the future operating environment, study of historical precedent, and lessons learned from current operations. The CCJO is the Chairman's vision for the future Joint Force. The CCJO examines strategic guidance within the context of the future operating environment and identifies military challenges that might ultimately become candidates for new operating or supporting concepts. The CCJO and its supporting Joint Concepts then inform the development of strategic guidance including the QDR, NMS, and DPG (See Reference p, Enclosure H).

(2) Joint Doctrine (OPR: J-7). The Chairman has overall responsibility for developing doctrine for the Joint Force. The content of joint publications and the management of the joint doctrine development process are described in the CJCSI 5120 series (see Reference z, Enclosure H). Joint Doctrine is closely linked to the National Military Strategy. In general terms, joint doctrine establishes a link between the "ends" and "means," by delineating and describing the current "ways" (how) joint forces accomplish military and operational objectives in support of national strategic objectives. Joint doctrine also provides information to senior civilian leaders on the core competencies, capabilities and limitations of military forces.

(3) Joint Training (OPR: J-7). Joint training is a key means to improve and sustain joint readiness to execute assigned missions. As emerging concepts mature through various joint force development means they must be integrated into joint training programs to enhance Joint Force capabilities and readiness. The Joint Staff J-7 supports the CCMDs and Services with resources for training programs. The CCMD Joint Exercise Program (JEP) is a principal means for CCDRs to maintain trained and ready forces and strengthen the operational effectiveness and readiness of the current and future Joint Force. The Joint Staff executes the Chairman's Exercise Program (CEP) and coordinates OSD and Joint Staff participation in the National Exercise Program (NEP) to ensure DoD compliance with Presidential policy requirements (See Reference y, Enclosure H).

(4) Joint Education. (OPR: J-7). The Chairman is responsible for formulating policies on the Joint professional military education (JPME) of members of the armed forces. JPME is designed to promote the knowledge, skills, attributes, and behaviors of the Joint Force that define the profession of arms, and produce leaders at every echelon who possess the ability to think

strategically, creatively, and jointly. On behalf of the Chairman, the Joint Staff formulates CJCS National Defense University policy and resolves issues relating to the educational prerequisites for joint officer and enlisted management (See References m, n, and o, Enclosure H).

(5) Joint Lessons (OPR: J-7). The Joint Lessons Learned Program (JLLP) is a knowledge management program established to enhance joint capabilities through discovery, validation, integration, evaluation, and dissemination of lessons from joint operations, training events, exercises, assessments and other activities involving the Joint Force applying the full range of military operations in peacetime and war. The primary objective of the JLLP is to improve DOTMLPF, readiness, and policy. This program informs other JSPS processes, specifically enhancing joint development learning and collaboration, Joint Force capabilities, Joint Force readiness, and strategy and plans development (See References u and gg, Enclosure H).

(6) Joint and Coalition Operational Analysis (JCOA) (OPR: J-7). In support of the Chairman's JLLP, and at the direction of the Chairman or request of CCDRs, JCOA collects, aggregates, analyzes, and disseminates joint lessons learned and best practices from across the range of military operations to enhance current and future joint capabilities. It provides lessons and analytical support to warfighters during planning, preparation and execution of exercises and operations. The findings from JCOA studies are incorporated into operations, training, doctrine, planning, solutions and joint concepts, informing DOTMLPF developments.

c. Joint Operation Planning and Execution System (JOPES) (OPR: J-3). JOPES is an overarching, comprehensive system encompassing the full spectrum of processes, procedures, and actions supporting every facet of the planning, decision-making, and execution continuum. JOPES applies to the development and implementation of operation plans and orders prepared in response to the President, SecDef, or Chairman, and specifies the policies, procedures, and format for developing and executing plans. JOPES includes sub-processes for mobilization, deployment, employment, sustainment, redeployment, and demobilization (See Reference dd, Enclosure H).

d. Adaptive Planning and Execution (APEX) (OPR: J-3). Department level system encompassing policy, process, procedures, and supported by communication and information technology being developed by OSD and the joint planning and execution community to plan, monitor and execute Joint Operations. APEX will replace JOPES in the future (See Reference ee, Enclosure H).

e. Planning, Programming, Budgeting, and Execution System (PPBES) (OPR: J-8). The Chairman, CCMDs, Services, and Joint Staff execute a wide range of activities within PPBES (See CJCSI 8501.01 series). The CPR, CPA, and CRA

provide advice or assessments that inform the PPBES. The NMS and JSCP provide planning direction that is reflected within the PPBES.

f. Other execution processes. JSPS is supported by other execution processes, including some CJCS-funded programs designed to increase capability and flexibility of CCMDs to address security challenges.

(1) Combatant Commander Initiative Fund (CCIF) (OPR: J-7) (See CJCSI 7401.01 series).

(2) Combatant Commanders' Exercise, Engagement and Training Transformation (OPR: J-7) (See CJCSM 3511.01 series).

(3) Counterterrorism Readiness Initiative Fund (See CJCSI 5261.01 series).

(4) Joint Interaction with DoD Senior Governance Councils. The Chairman's responsibilities require extensive JCS and Joint Staff participation in civilian-military governance bodies to include the Senior Leadership Conference (SLC), Deputy's Military Advisory Group (DMAG), and others. For organization, membership, policy, and responsibilities concerning these bodies, refer to DoDI 5105.

ENCLOSURE F

MANAGEMENT AND RESPONSIBILITIES

1. Introduction. Major outputs of the JSPS will be issued under the Chairman's authority. The Chairman delegates management of the JSPS to the Director of the Joint Staff (DJS). The DJS oversees the casting (development) and manifestation (communication, integration, and synchronization) of strategy and plans through the JSPS.
2. Oversight/Management Cycle. JSPS management occurs at three levels with oversight provided by J-5, Deputy Directorate for Joint Strategic Planning DDJSP):
 - a. Joint Staff Strategy Integration Group (JSSIG). The JSSIG consists of Action Officer (AO)-level representation from each Joint Staff directorate. J-5 Strategy Development Division is the Joint Staff lead for the JSSIG. The JSSIG meets twice weekly, or as required, to analyze or address JSPS processes and/or products (e.g. CJA, CRA). There are five working groups within the JSSIG, which convene when required. These working groups are: the JSPS Working Group, CJA Working Group, QDR Working Group, Joint Independent Risk Assessment Working Group, Joint Strategy Review Working Group, and the JCCA Working Group.
 - b. JSPS Oversight Board (JOB). The JOB is an O-6 body with representation from each Joint Staff directorate, Legal Counsel, and Legislative Affairs and is chaired by an O-6 from the J-5 Strategy Development Division. The JOB liaises with OSD counterparts to maintain alignment of the JSPS with other OSD processes. As necessary, directorates will have functional leads for the areas of assess, advise, direct, and execute who will monitor the processes within their area and report issues as required to the JOB. The JOB will work issues, such as refinements to the processes and products, and forward them through the chain of command to the DJS for approval or to the JSPS Senior Steering Group (JSSG) for further deliberation. The JOB meets quarterly or as required.
 - c. JSPS Senior Steering Group (JSSG). Chaired by the DJS and comprised of the J-Directors, the JSSG administers the JSPS on behalf of the Chairman. The JSSG approves key decisions as introduced by the JOB, and ensures execution of critical components of the JSPS. The JSSG meets as required.
3. Responsibilities: The following conveys the JSPS tasks which relate to the Chairman's roles.
 - a. DJS. Executes and manages the JSPS on behalf of the Chairman.

b. Joint Requirements Oversight Council

(1) Assess: See CJCSI 5123.01 series, "Charter of the Joint Requirement Oversight Council."

(2) Advise:

(a) Assist the Chairman in identifying and assessing priorities for joint military capabilities (including existing systems and equipment) to meet missions prescribed in the national military and defense strategies.

(b) Assist the Chairman in considering alternatives to acquisition programs that have been identified to meet military requirements by evaluating cost, schedule, and performance criteria of the program and of identified alternatives.

(c) Assist the Chairman in assigning joint priority among existing and future programs meeting valid requirements and ensure that the assignment of such priorities conform to and reflect resource levels projected by the Secretary of Defense.

c. Combatant Commands

(1) Assess:

(a) Provide assessments. Implement instructions and directives.

(b) Provide information as requested through the CJA.

(c) Include readiness reporting, via the JFRR and DRRS processes, as input to the JCCA process.

(d) Provide assessments of capability gaps and excesses, policy and planning issue documents, as requested by the Chairman to the Joint Staff and participate in the CGA process.

(e) Provide capability analysis and assessment on joint concepts through the CJA.

(f) Provide participants to JROC forums.

(2) Advise: Develop and provide capability requirements documents, analyses and assessments as required in CJCSI 3170.01.

(3) Direct:

(a) Implement the JSCP and other orders as directed and transmitted on behalf of the President or the Secretary of Defense.

(b) Implement direction included with CJCS funding of special programs.

(c) Implement procedures or policies described in CJCSIs and CJCSMs.

(4) Execute:

(a) Lead current operations in response to EXORDs.

(b) Participate in the GFM process.

(c) Participate in JCIDs process.

(d) Meet Joint Strategic Capabilities Plan requirements.

d. Services

(1) Assess:

(a) Provide information as requested in the CJA.

(b) Implement and provide assessments into JSPS.

(2) Advise: Develop and provide requirements documents analysis and assessment as required in CJCSI 3170.01.

(3) Direct:

(a) Implement direction included within CJCS funding of special programs.

(b) Implement procedures or policies described in CJCSIs and CJCSMs.

e. J-1

(1) Assess:

(a) Develop and provide an informal Joint Staff JSR Working Paper based upon the Service Chief and CCDR assessment inputs into the CJA to the JSR process.

(b) Support the JSR process by providing an ongoing assessment of Force Management identified manpower and management issues. Evaluate manpower and personnel related issues addressing joint force management.

(c) Support the Force Support (FS) FCB to provide human capital management, policy and doctrinal support of Force Management Guidance.

(d) Support the evaluation of manpower metrics to include all aspects of wellness of the force. Metrics may include all aspects of force management, to specifically include: retention, recruitment (quality and quantity), advancement, education throughput, and personnel inventory management.

(e) Develop supporting manpower doctrine and policy necessary for Service personnel resource optimization.

(f) Provide assessment of the prioritization of all Joint Manning Documents (JMDs) for future years GFM Allocation Plan sourcing efforts. This assessment matches Joint Task Force JMD Prioritization with the strategic guidance provided in the GEF.

(2) Advise:

(a) Participate in JSR process by producing an informal Joint Staff GFM Working Paper on oversight with regards to human resource policy, guidance, and management.

(b) Provide updated information as requested to the Joint Staff J-8 for development of the CPR, CPA, and DPG.

(c) Provide updated information to support QDR development.

(d) Advise the Chairman on recommended changes to the Joint Task Force JMD Prioritization based on annual assessment. Prioritization will be accomplished to meet annual Global Force Management timelines.

(3) Direct:

(a) Formulate joint personnel policy and doctrine relating to GFM.

(b) Coordinate the GFM implementation of manpower staffing and sourcing direction to support CCDR requested personnel in accordance with the UCP, GEF and JSCP.

(c) Coordinate Service GFM sourcing of validated CCDR manpower end-strength to meet all permanent and temporary command and control headquarter functions.

(4) Execute:

- (a) Participate in the GFM process.
- (b) Develop and implement policy in support of GFM guidance.
- (c) Conduct manpower metric and Force Structure analysis in support of Force Management decision development.

f. J-2

(1) Assess:

- (a) Provide Defense Planning Scenario (DPS) Red CONOPS for use with Analytic Agenda Studies.
- (b) Develop and provide a Joint Strategic Intelligence Estimate.
- (c) Provide assessment of threat capabilities, via the JSIE, to the JSR process.
- (d) Coordinate production of the JSA with DIA.

(2) Advise:

- (a) Participate in JSR and GFM processes and provide relevant strategic warning products.
- (b) Oversee the intelligence requirement certification process for all JCIDS documents.

(3) Direct: Develop Joint Intelligence doctrine.

(4) Execute:

- (a) Establish intelligence and counterintelligence planning guidance and associated goals and objectives in support of the GEF and JSCP.
- (b) Provide CCMDs, Services, and intelligence Combat Support Agencies situational awareness and specific planning guidance, and support CCMD J-2 development of concepts of intelligence operations to support joint operations and security cooperation activities.
- (c) Collaborate with J-7 to ensure intelligence assessments support the concept development community.

(d) Lead the Battlespace Awareness FCB.

g. J-3

(1) Assess:

(a) Conduct ongoing JCCA assessments to support JSPS.

(b) Produce Service and CCMD readiness assessment and reporting guidance.

(c) Manage the Chairman's Readiness System (CRS).

(2) Advise:

(a) Provide ongoing assessments from JCCA process to support the JSR process and Chairman's advice development.

(b) Provide operational input and advice to the JCIDS capability development process.

(3) Direct:

(a) Oversee the execution of the GFMB, manage the global force management allocation process, and provide force allocation input to GFM implementation guidance.

(b) Provide overall guidance and direction for Joint Operational Planning and Execution System (JOPES) processes.

(4) Execute:

(a) Lead Joint Staff directorate for overseeing current operations.

(b) Lead the development of the annual Global Force Management Allocation Plan (GFMAP) and subsequent modifications.

h. J-4

(1) Assess:

(a) Provide recommendations on mobilization authorities during planning and assess mobilization requirements to support operations.

(b) Ensure military strategy and operational plans are congruent with logistic concepts and capabilities.

(c) Assess CCMD logistics plans by identifying gaps and risks associated with shortfalls.

(d) Support the JSR process by preparing an informal Joint Logistics Estimate.

(2) Advise: Provide recommendations for allocation of joint logistics resources (materiel and transportation) among competing CCMD requirements.

(3) Direct:

(a) Develop Joint logistics doctrine.

(b) Provide strategic direction on the development of logistics concepts of support within CCMD plans to ensure they are adequate, feasible, and executable.

(4) Execute:

(a) Integrate logistics capabilities areas into plans.

(b) Integrate joint logistics capabilities to meet warfighter needs through leadership of the Logistics FCB per CJCSI 5123.

i. J-5

(1) Assess:

(a) Oversee the maintenance/currency of the JSPS instruction.

(b) Coordinate's the request for Service and CCMD input to the CJA in June.

(c) Build the CJA baseline via CCMD and Service responses.

(d) Conduct the JSR process and produce the Joint Strategic Estimate Report.

(e) Develop the annual Chairman's Risk Assessment (CRA).

(f) Conduct quarterly JCCA-PA.

(2) Advise:

(a) Provide updated assessment/estimate information as requested to the Joint Staff J-8 for development of the CPA and CPR.

(b) Support CJCS advice development.

(3) Direct:

(a) Produce the NMS every other year, or per CJCS direction.

(b) Coordinate with OSD on strategy development (e.g. NSS, GEF, UCP).

(c) Develop and publish the JSCP to ensure strategic planning direction and amplify the GEF. The JSCP will be published within 6 months of GEF publication.

(d) Develop and coordinate production and staffing of the UCP.

(4) Execute:

(a) Represent the Chairman at Policy Coordination Committees (PCCs) and Deputies Committees (DCs) at the NSC.

(b) Provide management oversight of the JSPS; manage the JSSIG, JOB, JSWG, and the JWPS.

j. J-6

(1) Assess:

(a) Lead the Warfighting Mission Area (WMA) Information Technology (IT) Portfolio Management (PfM), oversee Warfighter Mission Area Architecture Federation and Integration (WMA-AFI) in support of DoD, and manage the Military Command, Control, Communications, and Computers (C4) Executive Board (MC4EB) for capability prioritization and capability gap assessments.

(b) Develop C4/Cyber Joint Concepts as part of the CJCS joint concept framework.

(2) Advise:

(a) Develop and provide C4/Cyber related inputs to the NMS and JSCP.

(b) Develop and provide programming advice through the annual PBR.

(3) Direct:

(a) Serve as the Joint Community Chief Information Officer (CIO) and director of Joint Staff IT Transformation.

(b) Support alignment of C4/Cyber to meet the NMS.

(4) Execute:

(a) Oversee the interoperability certification process for all JCIDS documents and associated systems.

(b) Lead the C4/Cyber Functional Capability Board (FCB).

k. J-7

(1) Assess:

(a) Oversee the development, validation and implementation of the CCJO, lessons learned, joint operating and supporting joint concepts.

(b) Ensure joint doctrine is consistent with DoD and CJCS policy.

(2) Advise: Advise the Chairman on all policy and guidance concerning joint doctrine, joint training and joint education processes.

(3) Direct:

(a) Manage the Joint Doctrine Development process for the Chairman.

(b) Manage the Joint Education program for the Chairman.

(c) Develop and provide the annual Chairman's Joint Training Guidance (CJTG).

(d) Manage the CEP for the Chairman.

(e) Support the CCMD Joint Exercise Program for the Chairman.

(4) Execute:

(a) Support the Service and CCMD joint training programs.

(b) Provide oversight for Chairman's CCIF.

1. J-8

(1) Assess:

(a) Support the JSR process through implementation of the CGA utilizing IPLs and other perspectives from Services and DoD components to support development of future capabilities, provide CCMDs a voice in capability development and resourcing, and support development of the CPR.

(b) Develop JROCMs compliance procedures to inform JROC of decision status.

(c) Oversee the development of the Current-Year Analytic Baselines and Assessment Metrics used for all Analytic Agenda studies.

(d) Prepare Chairman's Program Recommendation (CPR) and Chairman's Program Assessment or applicable Program and Budget Review (PBR) advisory documents.

(e) Lead development of defense scenario documents in Support to Strategic Analysis (SSA).

(f) In conjunction with OSD(P) and OSD(PA&E) act as Joint Staff lead for management and oversight of SSA.

(g) Oversight of studies and archiving of study results across DoD components.

(h) Perform as Joint Staff focal point for study recommendations.

(2) Execute: As the Secretary of the JROC, support the JROC in executing its responsibilities to include directing FCB activities across the Joint Staff in accordance with CJCSI 5123.01G.

Product/ Process	Approval Authority	Staff Lead	Staff Support	Assess	Advise	Direct	Execute
Advice Development	CJCS	As required	J-1 through J-8		X		
CCIF	CJCS	J-7					X
CCJO	CJCS	J-7	J-1 through J-8	X	X	X	
CGA	DJ-8	J-8	J-6, J-2	X			
CJA	NA	J-5	J-1 through J-8	X			
CJTG	CJCS	J-7				X	
CPA	CJCS	J-8	J-5, J-1	X	X		
CPR	CJCS	J-8	J-1, J-4, J-5, J-6		X		
CRA	CJCS	J-5	J-3, J-7, J-8	X	X		
DPG	SecDef	J-8	J-1 through J-7			X	
GEF CPG	SecDef POTUS	J-5	J-5, J-7			X	
GFMAP	SecDef	J-3	J-1 through J-8			X	
GFMIG	SecDef	J-8	J-1 through J-7			X	
JCCA	CJCS	J-3	J-1 through J-8	X			
JCCA PA	CJCS	J-5	J-4				
JCIDS/ JROCM	VCJCS	J-8	J-1 through J-7				X
JFD	DJ-7	J-7	J-1 through J-8			X	X
JIPA	DJ-2	J-2		X			
JLE	DJ-4	J-4		X			
JOPES/ PLANORD	CJCS	J-3	J-1 through J-8				X
JSA	DIR, DIA	J-2	DIA, J-5	X			
JSCP	CJCS	J-5	J-7			X	
JSIE	DJ-2	J-2		X			
JSR process JSE	CJCS or DJ-5	J-5	J-1 through J-8	X	X		
NMS	CJCS	J-5	J-1 through J-8		X	X	
NSS	POTUS	J-5				X	
QDR	SecDef	J-8/J-5	J-1 through J-8			X	
UCP	POTUS	J-5	J-7			X	

Table F-1. Summary of Processes and products with Joint Staff Responsibilities in support of the Chairman's major roles.

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ENCLOSURE G

ADDITIONAL FIGURES

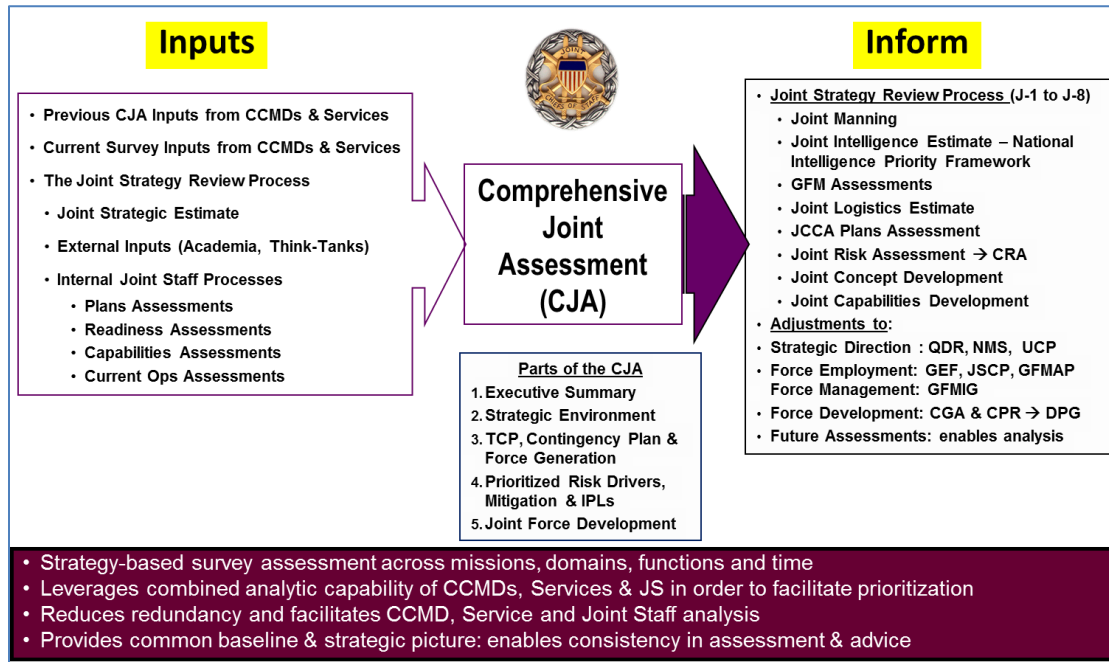


Figure 9. Comprehensive Joint Assessment (CJA) Overview

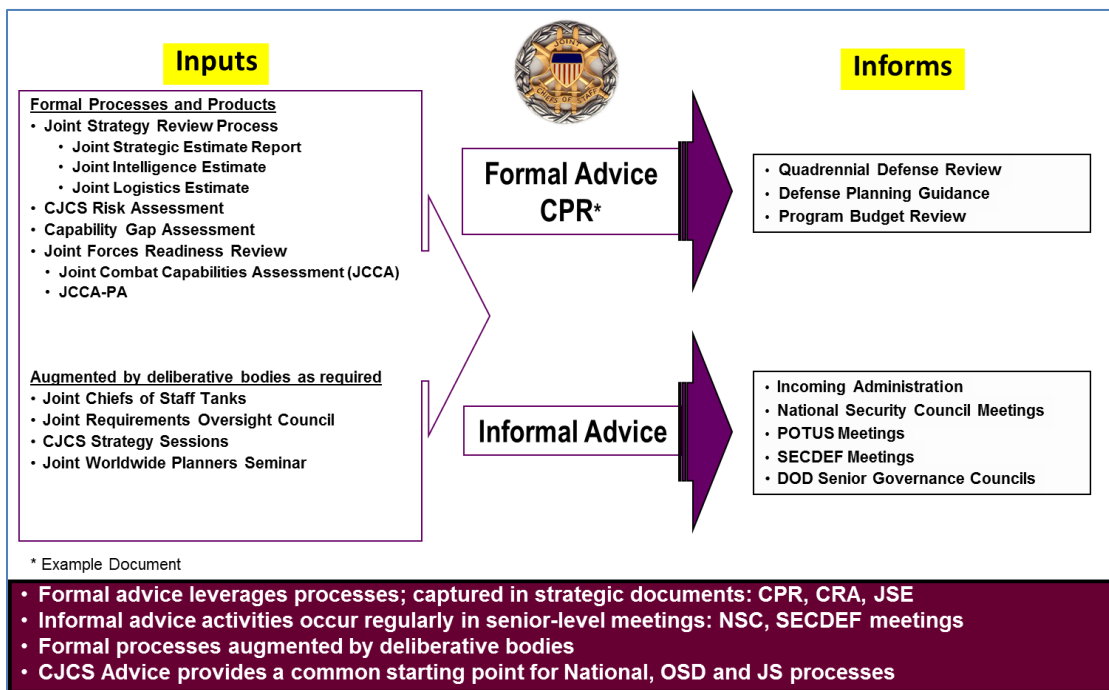


Figure 10. CJCS Strategic Advice and Advice Development

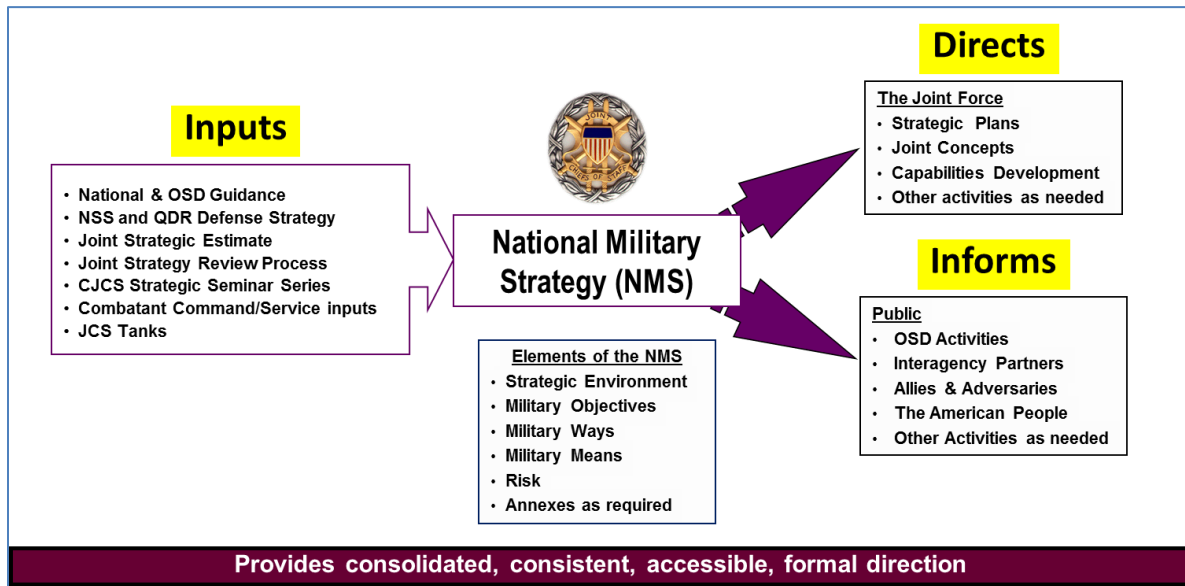


Figure 11. National Military Strategy (NMS)

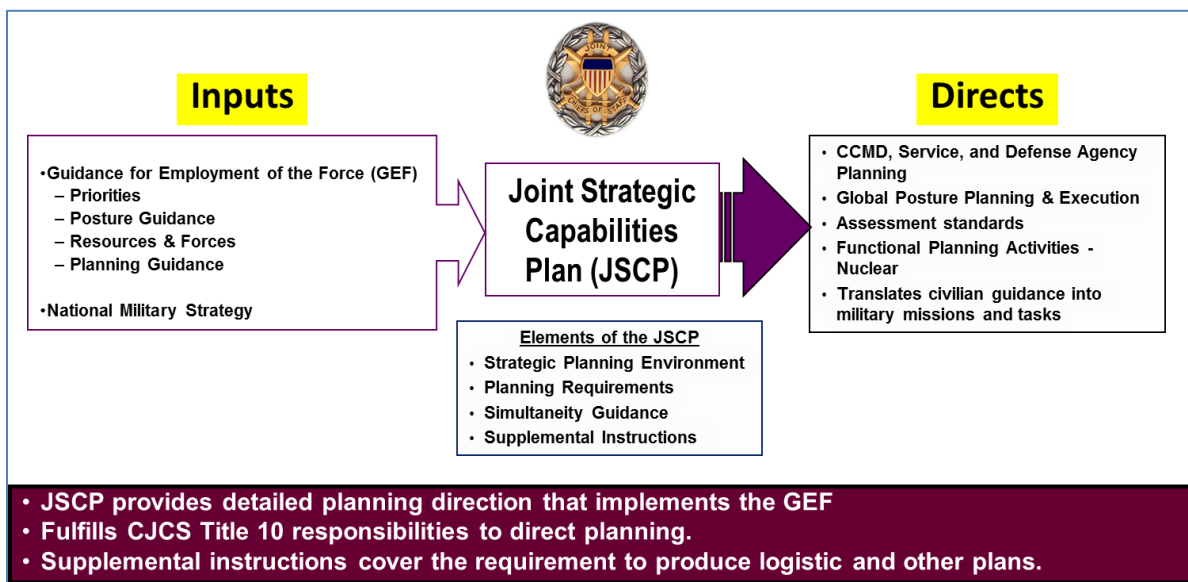


Figure 12. Joint Strategic Capabilities Plan (JSCP)

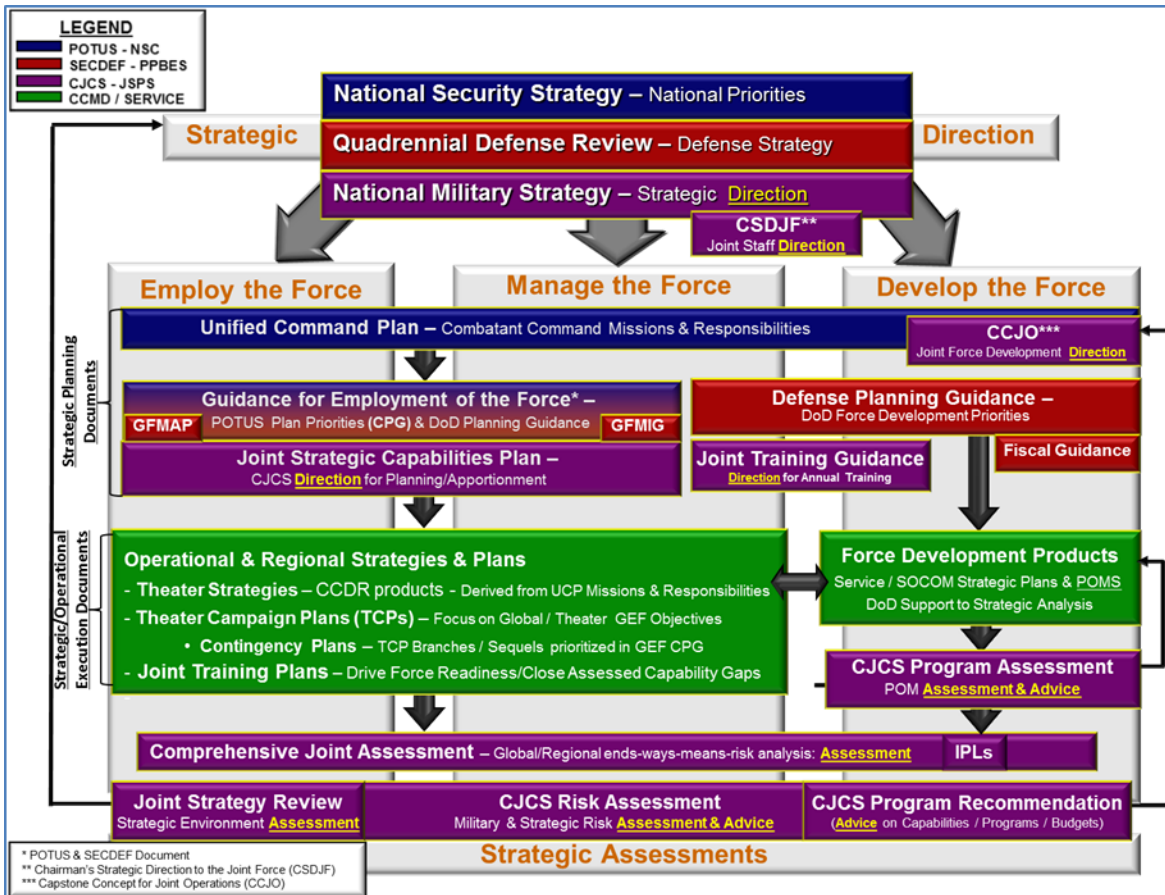


Figure 13. National, DoD, and Joint Component Correlation within the JSPS

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ENCLOSURE H

REFERENCES

- a. Titles 6, 10, 22, and 50, United States Code (U.S.C.)
- b. President of the United States, "The National Security Strategy of the United States"
- c. President of the United States, "Unified Command Plan"
- d. Secretary of Defense, "Guidance for Employment of the Force"
- e. Secretary of Defense, "Defense Planning Guidance"
- f. Secretary of Defense, "Global Force Management Implementation Guidance"
- g. Secretary of Defense, March 2008, "Adaptive Planning Roadmap II"
- h. Deputy Secretary of Defense memorandum, 14 February 2008, "Joint Capability Areas"
- i. Chairman of the Joint Chiefs of Staff, "National Military Strategy of the United States"
- j. Chairman of the Joint Chiefs of Staff, "Chairman's Strategic Direction to the Joint Force"
- k. Joint Staff, "Joint Strategy Review"
- l. Joint Staff, Message for Joint Staff Force Sourcing Business Rules and SecDef Orders Book (SDOB) Process
- m. CJCSI 1800.01 Series, "Officer Professional Military Education Policy"
- n. CJCSI 1801.01 Series, "National Defense University Policy"
- o. CJCSI 1805.01 Series, "Enlisted Professional Military Education Policy"
- p. CJCSI 3010.02 Series, "Joint Concept Development"
- q. CJCSI 3110.01 Series, "Joint Strategic Capabilities Plan"
- r. CJCSI 3110.02 Series, "Intelligence Planning Guidance, Objectives and Tasks"
- s. CJCSI 3137.01 Series, "The Functional Capabilities Board Process"
- t. CJCSI 3141.01 Series, "Management and Review of Campaign and Contingency Plans"
- u. CJCSI 3150.25 Series, "Joint Lessons Learned Program"
- v. CJCSI 3170.01 Series, "Joint Capabilities Integrated Development System"
- w. CJCSG 3401D Series, "CJCS Guide to the Chairman's Readiness System"
- x. CJCSI 3500.01 Series, "Joint Training Policy for the Armed Forces of the United States"

- y. CJCSM 3511.01 Series, “Joint Training Resources for the Armed Forces of the United States”
- z. CJCSI 5120.02 Series, “Joint Doctrine Development System”
- aa. CJCSI 5123.01 Series, “Charter of the Joint Requirements Oversight Council”
- bb. CJCSI 7401.01 Series, “Combatant Commander Initiative Fund (CCIF)”
- cc. CJCSI 8501.01 Series, “Chairman of the Joint Chiefs of Staff, CCDRs, and Joint Staff Participation in the Planning, Programming, Budgeting, and Execution System”
- dd. CJCSM 3122.01 Series, “Joint Operation Planning and Execution System (JOPES) Volume I Planning Policies and Procedures”
- ee. CJCSM 3130.03 Series, “Adaptive Planning and Execution (APEX) Planning Formats and Guidance”
- ff. CJCSM 3150.25 Series, “Joint Lessons Learned Program”
- gg. CJCSM 3314.01 Series, “Intelligence Planning”
- hh. CJCSM 3500.03 Series, “Joint Training Manual for the Armed Forces of the United States”
- ii. CJCSM 3500.01 Series, “Chairman’s Joint Training Guidance”

GLOSSARY

PART I-ABBREVIATIONS AND ACRONYMS

APEX	Adaptive Planning and Execution
ARCCR	Annual Report on Combatant Commander Requirements
CCJO	Capstone Concept for Joint Operations
CCMD	Combatant Command
CCDR	Combatant Commander
CCIF	Combatant Commander Initiative Fund
CG	Chairman's Guidance
CGA	Capability Gap Assessment
CJA	Comprehensive Joint Assessment
CJTG	Chairman's Joint Training Guidance
CPA	Chairman's Program Assessment
CPR	Chairman's Program Recommendation
CRA	Chairman's Risk Assessment
CRS	Chairman's Readiness System
CSA	Combat Support Agency
CSDJF	Chairman's Strategic Direction to the Joint Force
CT	Counterterrorism
DPS	Defense Planning Scenario
DRRS	Defense Readiness Reporting System
FCB	Functional Capabilities Board
GEF	Guidance for Employment of the Force
GFM	Global Force Management
GFMAP	Global Force Management Allocation Plan
GFMB	Global Force Management Board
GFmig	Global Force Management Implementation Guidance
HITI	High Interest Training Issues
IPL	Integrated Priority List
JCA	Joint Capability Area
JCCA	Joint Combat Capability Assessment
JCCA-PA	Joint Combat Capability Assessment – Plans Assessment
JCD	Joint Capabilities Document
JCIDS	Joint Capabilities Integration and Development System
JFD	Joint Force Development
JFP	Joint Force Provider
JFRR	Joint Force Readiness Review
JIPA	Joint Intelligence Posture Assessment
JLE	Joint Logistics Estimate
JLLP	Joint Lessons Learned Program
JOB	JSPS Oversight Board
JOC	Joint Operating Concept
JOPEs	Joint Operation Planning and Execution System
JROC	Joint Requirements Oversight Council

JROCM	Joint Requirements Oversight Council Memorandum
JSA	Joint Strategic Assessment
JSCP	Joint Strategic Capabilities Plan
JSE	Joint Strategic Estimate
JSIE	Joint Strategic Intelligence Estimate
JSPS	Joint Strategic Planning System
JSR	Joint Strategy Review
JSSG	JSPS Senior Steering Group
JSSIG	Joint Staff Strategy Integration Group
JSWG	Joint Strategy Working Group
JWPS	Joint Worldwide Planner Seminar
NMS	National Military Strategy
NSS	National Security Strategy
OA	Operational Availability studies
PB	President's Budget
PBD	Program Budget Decision
PBR	Program and Budget Review
PIM	Planning Input Memorandum
POM	Program Objective Memorandum
PPBE	Planning, Programming, Budgeting, and Execution
QDR	Quadrennial Defense Review
QRRC	Quarterly Readiness Report to Congress
SSA	Support to Strategic Analysis
SDOB	Secretary of Defense Orders Book
UCP	Unified Command Plan
U.S.C.	United States Code

PART II-TERMS AND DEFINITIONS

Adaptive Planning and Execution (APEX) - A DoD initiative to change the overarching process, transforming the way we plan and execute joint operations. Department-level system of joint policies, process, procedures, and reporting structures, supported by communications and information technology that is used by the joint planning and execution community to monitor, plan, and execute mobilization, deployment, employment, sustainment, redeployment, and demobilization.

Capability Gap Assessment (CGA) - The CGA is an assessment of the extent to which the most recent future-years defense program addresses CCMD Integrated Priority Lists (IPL) (10 U.S.C. 166, 181).

Capstone Concept for Joint Operations (CCJO) - The CCJO provides the Chairman's vision for the future Joint Force and is designed to guide Joint Force Development. It describes the future operating environment, the overall concept for joint operations, and identifies force development implications and the risks of adopting the CCJO (10 U.S.C. 153(a)(5)).

Chairman's Guidance (CG) - CJCS formal guidance to the Joint Force encapsulating priorities and specific direction on targeted issues. Such documents are normally issued shortly after arrival and updated as required.

Chairman's Joint Training Guidance. - The Chairman's Joint Training Guidance (CJTG) is an annual notice that provides guidance to all DoD Components for the planning, execution and assessment of joint individual and collective training (10 U.S.C. 153(a)(5)).

Chairman's Program Assessment (CPA) - The CPA provides the Chairman's assessment to the SecDef, of the extent to which program and budget proposals conform to strategic priorities and CCDR requirements. The CPA may be accomplished through processes and documents that bring forth the analysis and recommendations of the Joint Staff Program and Budget Review (PBR) (10 U.S.C. 181).

Chairman's Program Recommendation (CPR) - The CPR provides the Chairman's formal input regarding the Department's resource priorities, and serves as the Chairman's personal advice on capabilities, programs, and budgeting considerations to the Secretary of Defense. The CPR also informs the SecDef's fiscal guidance and influences the Defense Planning Guidance (10 U.S.C. 153(a) (4), 181).

Chairman's Risk Assessment (CRA) - In accordance with title 10, the Chairman must conduct a comprehensive review of the NMS including an assessment of the strategic and military risk associated with executing the

NMS. The CRA is informed by the current NMS, 4-star level input, and the strategic environment, and it informs the GEF, NMS, and JSCP and helps to frame independent military advice (10 U.S.C. 153(b)).

Comprehensive Joint Assessment (CJA) - The CJA is a formal, holistic strategic assessment process that provides a common informational baseline and strategic picture; it begins the JSPS deliberate assessment process. The CJA is based on a strategic survey instrument completed by all CCMDs and Services, providing a unified mechanism to render a strategic report that informs the full range of JSPS outputs over the next year.

Defense Planning Guidance (DPG) - The DPG provides annual classified direction on force development priorities. The DPG, coupled with Fiscal Guidance (FG) enable Services to build their Program Objective Memorandum (POMs) and budgets.

Global Force Management (GFM) - A process to align assignment, allocation, and apportionment of forces to combatant commanders in support of the national defense strategy and joint force availability requirements. A process that provides near-term sourcing solutions, while providing the integrating mechanism between force apportionment, allocation, and assignment (10 U.S.C. 161(b)).

Global Force Management Allocation Plan (GFMAP) - The GFMAP is a Secretary of Defense deployment order, prepared by the CJCS, that authorizes force allocations and deployment of forces in support of CCMD rotational force requirements (10 U.S.C. 153(c)(1)).

Global Force Management Implementation Guidance (GFMIG) - The GFMIG integrates complementary *assignment*, *apportionment*, and *allocation* information into a single GFM document. It provides a single reference for planners and leaders to integrate standing forces, rotational forces and potential contingency forces into comprehensive planning activities (10 U.S.C. 161(b)).

Guidance for Employment of the Force (GEF) - The GEF provides presidential and politico-military guidance. The President approves the contingency planning guidance contained in the GEF and approves the Secretary's issuance of the GEF. The GEF is informed by the UCP and informs strategic policy guidance, campaign plans, and the JSCP.

Joint Strategic Capabilities Plan (JSCP) - The JSCP provides detailed planning guidance to implement the GEF's strategic policy guidance and tasks CCDRs to develop campaign, contingency and posture plans. Fulfills title 10 requirement for the Chairman to produce strategic plans and

provides assistance to President and the Secretary of Defense in military direction to the Armed Forces. The JSCP is informed by the GEF and NMS and directs campaign, campaign support, contingency, and posture planning (10 U.S.C. 153(a)(2)).

Joint Strategy Review (JSR) - The JSR process is the synthesis of CJA information, along with Joint Staff functional estimates and processes that inform development of the Chairman's advice and directive activities and culminate in a JSR report to the joint community.

Joint Capability Areas (JCA) - The collections of like DoD capabilities functionally grouped to support capability analysis, strategy development, investment decision making, capability portfolio management, and capabilities- based force development and operational planning.

Military Risk - The ability of U.S. Armed Forces to adequately resource, execute and sustain military operations in support of the strategic objectives of the National Military Strategy.

National Military Strategy (NMS) - A document developed by the Chairman of the Joint Chiefs of Staff for distributing and applying military power to attain national security strategy and defense strategy objectives. The NMS is informed by the NSS, QDR, NDS, and CRA and informs JSCP and provides CRA framework (10 U.S.C. 153(a)(1)).

National Security Strategy (NSS) - The NSS is a comprehensive report required annually by title 50. It is prepared by the executive branch of the government for Congress and outlines major national security concerns of the United States and how the administration plans to address these concerns using all instruments of national power. The document is purposely general in content, and its implementation relies on elaborating guidance provided in supporting documents by different Departments and Agencies.

Quadrennial Defense Review (QDR) - The QDR articulates a national defense strategy consistent with the most recent NSS by defining force structure, modernization plans, and a budget plan allowing the military to successfully execute the full range of missions within that strategy.

Strategic Risk - The potential impact upon the United States -- to include our population, territory, and interests -- of current and contingency events given their estimated consequences and probabilities.

Theater Strategy - CCMDs develop a theater strategy focused on achieving specified objectives and stating the commander's long-term vision.

Unified Command Plan (UCP) - The document sets basic guidance to unified CCDRs; establishes their broad missions and responsibilities; delineates general geographical area of responsibility for geographic CCDRs; and specifies functional responsibilities for functional CCDRs. The UCP is signed by the President and prepared by the CJCS (10 U.S.C. 161(1)).